

Social Impact Design
SID Toolkit
METHOD
CARDS



SOCIAL IMPACT DESIGN TOOL

METHOD CARDS

- 01 By using '5 WHYS' method you can go in-depth reason of the problem depicted by the inhabitant.
- 02 You can analyze the neighborhood and the inhabitants by using 'The MOSTs of the Neighborhood'.
- 03 You can get to know the neighborhood by filling up the Analysis Card in the 'Experience Tour' method.
- 04 You can use the methods of 'Interview Guide' to have a meeting with an interactive game format.
- 05 You can fill the method cards during 'Story World' stage with the inhabitants, and use them during Design stage in your atelier.
- 06 You can perceive area and life through five senses and make them visible by using 'Silent Walk' method.
- 07 You can determine the initial and secondary problems of the neighborhood with inhabitants by using 'Tree Diagram'.
- 08 You can learn the thoughts of the inhabitants while discussing the future of the neighborhood by preparing 'Prototype's. You can also learn the opinions of 3D models, sketches, schemes and role making models.
- 09 You can use the questions in the 'Building, Street, Neighborhood' cards.
- 10 At the same time an event called 'I Love My Neighborhood because' could be done with kids.
- 11 By using 'Neighborhood Characteristics' method you can create a local character by collecting all similar attitudes and opinions of your interviewees in a single archetype.
- 12 'Mind Mapping' can be used to clarify the discussion topics.
- 13 'Negotiation Management Steps'
- 14 'BEK Analysis' puts forward the dynamics, differences, diversity, future issues and strategies of our cities.
- 15 'Expectancy Matrix' reveals the expectations of the affecting and the affected parties.
- 16 You can come up with creative ideas in your team via 'Brainstorming'.
- 17 You can use 'Creative Workshop' which brings different parties and designers together, shares experiences to find and develop ideas and produces solutions in collaboration.
- 18 Method of 'How we...?' helps us to ask the right questions to transform the findings into design.
- 19 We can transform the findings coming out of research stage into scenarios in design stages via method of 'P.O.F.A.T' Problem - Obstacles - Finding - Ambition - Theme.
- 20 'Prototype Testing Plan' helps to make a prototype plan in order to test project ideas.
- 21 By using 'Adding (+) and Subtracting (-)' method you can sum up the problems, subtract the prior problems with inhabitants and develop common solutions altogether with designers and inhabitants.
- 22 You can use the 'Learning Loop' method in order to investigate the future contributions of an ongoing process.
- 23 By preparing 'Critical Tasks Lists' you can predetermine the feasibility of the goals according to time and budget limits, and use it as a coordination tool.
- 24 'Experience Map' can be used to evaluate the opinions of the participants after the process is done.
- 25 Social Interaction Matrix (SIM) can be used to designate the responsibilities of all stakeholders of regeneration projects in terms of mitigating their negative impacts in an interactive way.

WHAT IS IT?

WHY SHOULD IT BE USED?

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In the research of inhabitants' problems about life and space, asking **'why'** question instead of **'what'** question helps us to go in-depth of the problem.

Asking **'why are these problems disturbing you'** instead of **'what is disturbing you'** helps us to understand the source of the disturbance.

Asking 5 questions of **'why?'** in raw will depict the underlying reasons behind the problems much better.

What should I ask?

- Before asking questions, decide in your team what kind of information will be gathered and learnt from participants.
- Start your interview with questions that participants would not be abstaining from answering.
- Keep your questions open and broad. Go beyond yes/no questions, and try to let the participants explain whole story.
- You can understand the priorities by letting them visualize their answers through sketches and schemes.
- It is important to convey life and spatial dynamics of inhabitants into designing stage. Therefore, you should understand disturbances, deficiencies, wishes and expectations of inhabitants.
- Take as many as photographs of the user experiences and the medium if you are in the place with problem.

WHY

Problem: My neighborhood is not safe enough.

1

Why your neighborhood is not safe?

We are afraid to go out late at night.

2

Why are you afraid of?

Incidents of theft increased and the number of the people that we don't know in the neighborhood is increased.

3

Why did this number increase?

There are dark and idle corners, they come to these places.

4

Why are those corners not used?

Because the municipality is not taking care of it.

5

Why the municipality is not taking care of it?

They think the inhabitants would not use those places.

02

THE MOSTs OF
THE NEIGHBORHOOD

The MOSTs of the NEIGHBOR- HOOD

WHAT IS IT?

WHY SHOULD IT BE USED?

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During the activities you can analyze the neighborhood and the inhabitants in-depth by asking them the questions with 'Most'. Specify Most's by comparing the answers as being replied back to your questions and group the topic titles. Categorize your findings and consider them in the design stage.



The Most's of the Neighborhood

Problem: Our neighborhood is not safe.

- **THE MOST** used places
- **THE MOST** crowded place
- **THE MOST** spoken topic
- **THE MOST** interesting place
- **THE MOST** interesting, oldest etc... inhabitant
- **THE MOST** disturbing topics
- Where do you spend time **MOST** / least? Why?
- Where do you play at **MOST**?
- Where do you spend your time with your friends at **MOST**?
- Which street do you use at **MOST**? Why?
- Where do you feel **MOST** safe / unsafe?

HOW

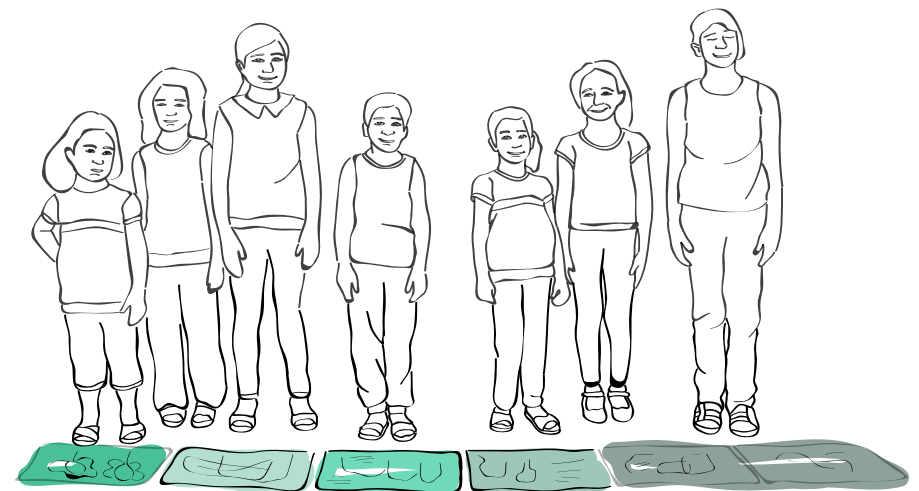
What is the focus for this tour?	What information is used? What's missing?	What works well?	Additional notes & remarks
What are the practices observed?	What products are being used?	What doesn't work well?	
Who is involved?	What is the environment like?	What can be improved?	

EXPERIENCE TOUR

WHAT IS IT? WHY SHOULD IT BE USED?

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Experience tour refers to gaining firsthand experience in the field in order to attain a clearer perspective of a particular environment and a target group. In this way, a framework of research is prepared and empathy is developed with the local people. The method card can be filled out either during the tour or later to remember the details. Before the tour starts, the questions should be looked at in detail and what can be looked out for may be noted in advance. If more than one tour will be organized, comparison of notes can be helpful to get inspirations and to reflect upon relevant subjects.



"I want to clarify my priorities by learning from first hand experiences."

<p>What is the focus for this tour?</p>	<p>What information is used? What's missing?</p>	<p>What works well?</p>	<p>Additional notes & remarks</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
<p>What are the practices observed?</p>	<p>What products are being used?</p>	<p>What doesn't work well? What can be improved?</p>	
<p>Who is involved?</p>	<p>What is the environment like?</p>		

HOW

Interviews consist of, in general, 3 main processes:

- Open Up: Warming-up questions help interviewee to feel more comfortable to talk about themselves. (For example; Household demographics: Who does what in the household?)
- Go Broad: This helps to gain wider understanding of related issues. (For example; Aspirations for the future: How are things connected?)
- Probe Deep: 'What if' questions help to get deeper understanding of challenges and to generate future scenarios.

Show
me

Draw it

Think
aloud

Be
specific

INTERVIEW GUIDE

WHAT IS IT? WHY SHOULD IT BE USED?

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Interviews, even they are perceived as a method of easy way to speak to people, can be more difficult to manage than many people think of. Especially when understanding a person, learning an input data, recognizing the contingencies of what they say and what they do can be quite hard for a researcher in terms of systematically analyzing the input data and getting what they want in a most efficient way to learn from people they talk with. Therefore, the process requires a quite work of preparation in advance of the interview and even a short interview may provide with large amount of information. From that point of view, the use of the interview guide serves as a roadmap for researchers as they want to reach information as easiest way as possible. Also, the guide helps to conduct interviews in a more interactive way and to prepare game-plan for interview.



“I want to collect input from others in a conversation that uncovers their perspective.”

Show me

If you are in the interviewee's environment, ask him or her to show you the things they interact with (objects, spaces, tools, etc). Capture pictures and notes to jog your memory later. Or, let them walk you through the process.

Draw it

Ask participants to map out their activities and experiences through sketches and diagrams. This is a good way to debunk assumptions and reveal how people perceive and order their activities.

Think aloud

As they perform a process or task, ask participants to describe aloud what they are thinking. This helps uncover their motivations, concerns, perceptions and reasoning.

Be specific

People often generalize about what's typical and leave out rich important details. Instead, ask people to talk about a specific period of time. Instead of what's your typical day like, ask them what happened yesterday.

HOW

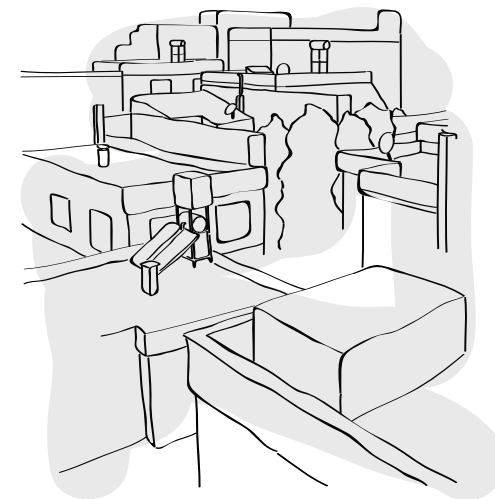
Profile	Context		Catchy Quotations _____ _____ Notes regarding conspicuous topics _____ _____
	Connections and relations	Objects and Places	
Self			
Perceptions		Aspirations	

STORY WORLD

WHAT IS IT? WHY SHOULD IT BE USED?

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Qualitative data collected via observations and face-to-face interviews can provide with quite amount of input. However, analyzing and documenting the data systematically is also very important and hard to proceed. The method of story world, in that respect, aims to clarify what the relevant information are and how they can be documented with regard to the research subject. It helps to create stories that are easier to relate to people's everyday life; thus creative processes can be maintained and input can be translated into design solutions. This method is used for creative workshops by collecting relevant data in advance and paving way for innovative thinking. Worksheets are filled out before the workshop so that the profile relevant to the research topic can be determined. Otherwise, they can also be used during the workshop with the help of people related with the research topic so that they have a chance to see their world from a different perspective. In this way, research subjects and researchers think together in order to generate relevant solutions. This method can succeed better as it's used in collaboration with creative and active research participants.



SILENT WALK

WHAT IS IT? WHY SHOULD IT BE USED?

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Urban regeneration transforms the way we live, we work, we socialize and we experience the daily life as well as the physical environment, like homes, streets, working areas, public spaces etc. that surround us. Moreover, it brings about the change of sensual perceptions like the prominent smell, dominant sound, impressive view, different taste and feeling that we used to have.

Walking interview enables its participants to perceive people and place that they interact with via senses, perceptions and feelings. In this way the 'invisible' elements of the daily life become 'visible'.

This method enables participants to focus on the most prominent smell, sound, view, taste and feeling (heat, humidity, wind, touching on surfaces) and map them out. If possible, photography and drawings or writings can also generate input data for the mapping process.

- What is the most prominent smell?
- What is the strongest sound?
- What is the most impressive view?
- What is the most significant taste?
- Which surface does give a unique feeling of touching?

HOW



What is the most prominent smell?



What is the strongest sound?



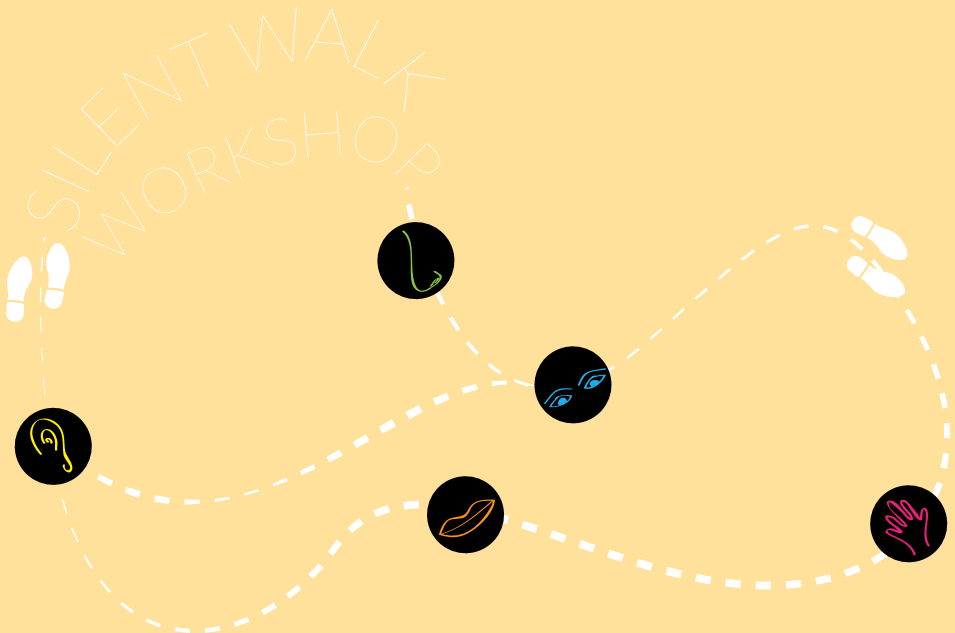
What is the most impressive view?



What is the most significant taste?



Which surface does give a unique feeling of touching?



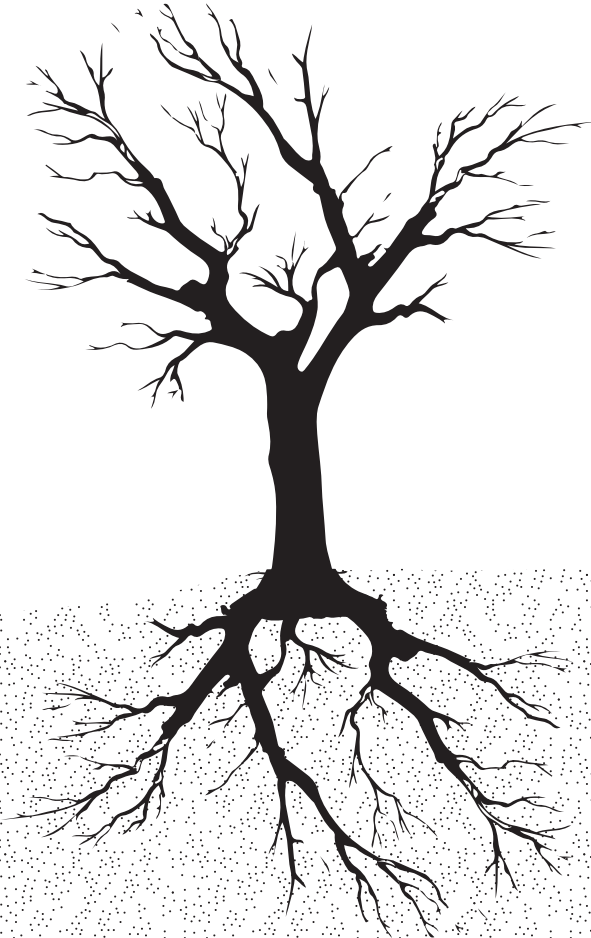
TREE DIAGRAM

WHAT IS IT?

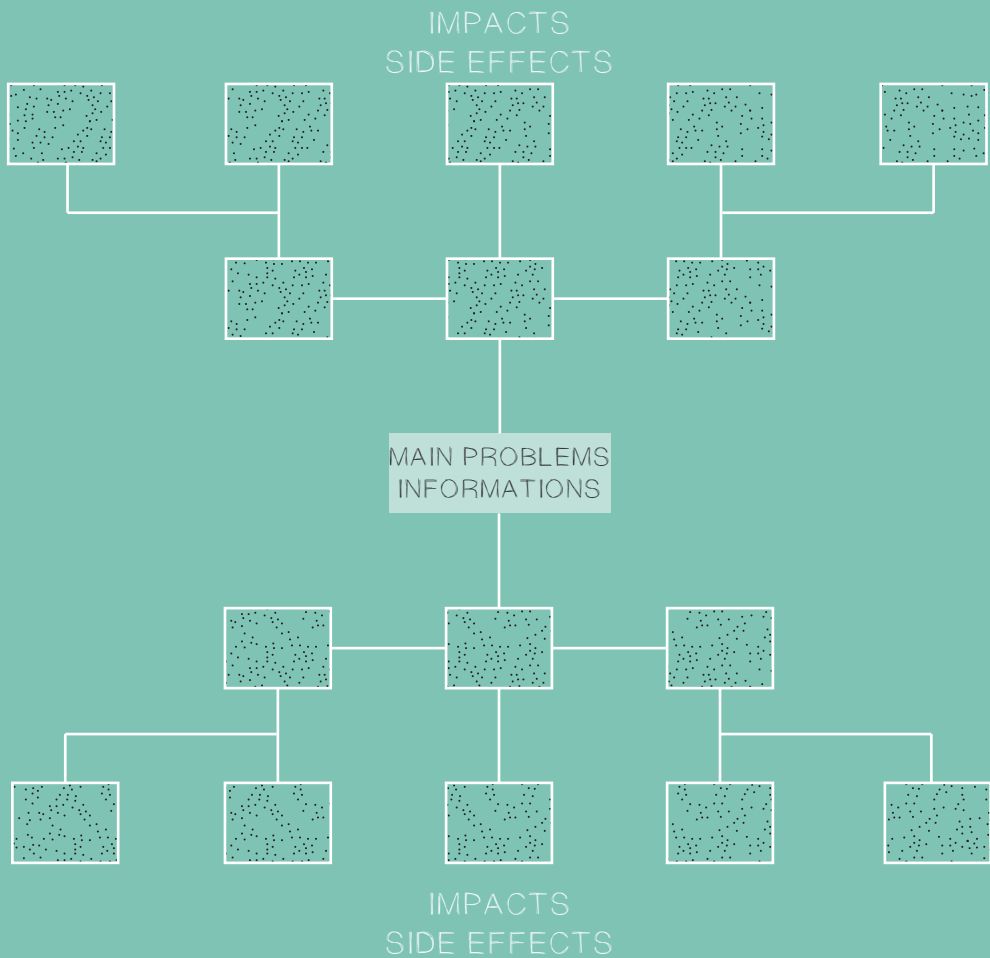
WHY SHOULD IT BE USED?

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Tree diagrams help understanding the priority issues and categorizing them according to various degrees of importance. The input data collected from the inhabitants can be categorized as that the main problem becomes the trunk, the impacts and secondary issues become roots and branches.



HOW



PROTOTYPE

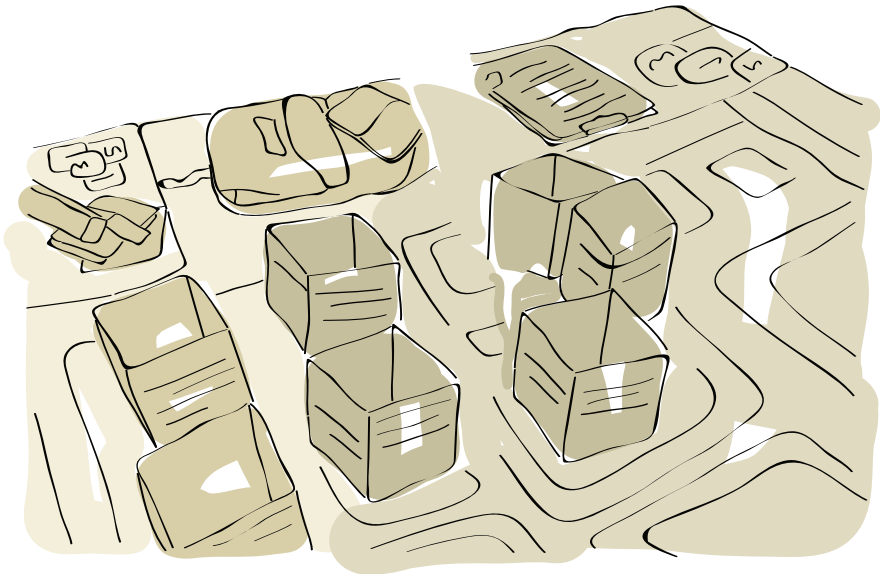
WHAT IS IT?

WHY SHOULD IT BE USED?

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Preparing prototypes enables sharing the solution based design ideas with the local inhabitants. In this way, realistic and adoptable ideas can be generated. According to their feedbacks, the most adequate solutions can be the focus.

The reason behind creating prototype is that it helps testing ideas and solutions and understanding them better. Also, it is a cost-efficient and practical way of learning from the experiences of others.



HOW

You can use these methods to build prototype

3-D Models: Cost-efficient materials, practical models to explain ideas to the users

Role playing: Playing the role of users and experiencing

Storyboard: Learning the experiences of users via drawing

Schema: Explaining the relationship among area, process and structure

HOW



ADAPTIVE BUILDING BLOCK

- 1.Floor area
- 2.Design principles of facades
- 3.User characteristics and daily life habits
- 4.Buildings responsive to climate

VIVID STREET

- 1.Street hierarchy
- 2.Building-street relation
- 3.Facilities
- 4.Street morphology

OUR NEIGHBORHOOD

- 1.Neighborhood identity; 3 Vital Interventions
 - i.Revitalizing urban fabric
 - ii.Life nodes
 - iii.Main axis
- 2.Possible social impacts

BUILDING STREET NEIGHBORHOOD

WHAT IS IT? WHY SHOULD IT BE USED?

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The design is prepared according to 3 principal scales:

Building

- 1.Floor area
- 2.Design principles of facades
- 3.User characteristics and daily life habits
- 4.Buildings responsive to climate

Street


- 1.Street hierarchy
- 2.Building-street relation
- 3.Facilities
- 4.Street morphology

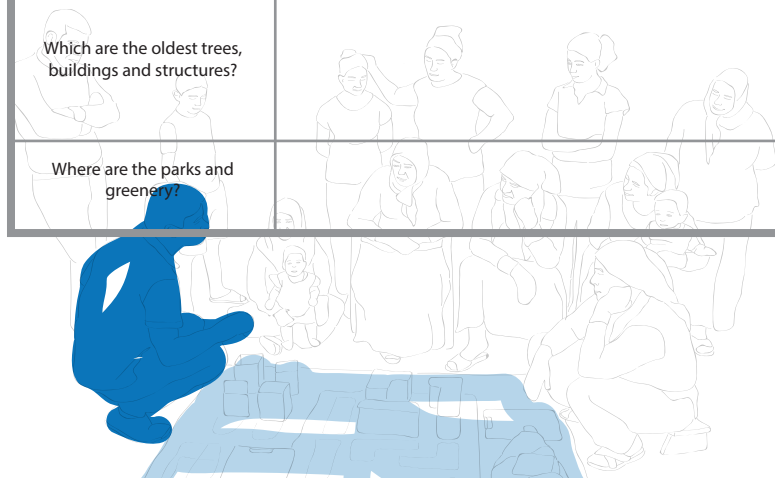
Neighborhood


- 1.Neighborhood identity; 3 vital interventions
 - i.Revitalizing urban fabric
 - ii.Life nodes
 - iii.Main axis
- 2.Possible social impacts

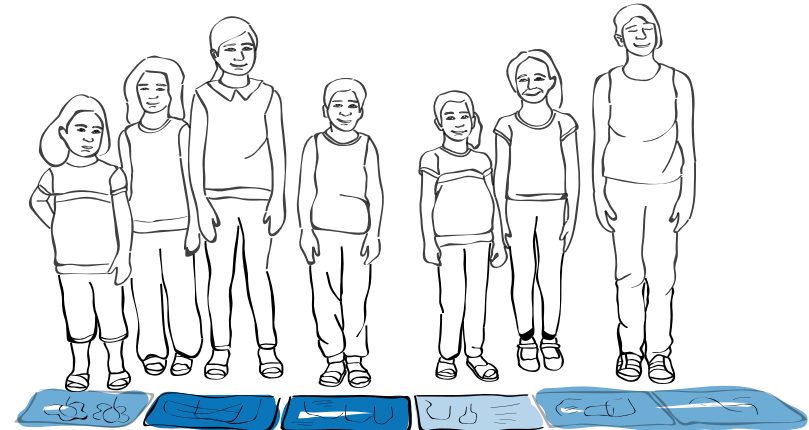





 TODAY Since how many years have you leaved here? Can you explain your neighborhood?	
What are your favorites about this neighborhood?	
Where are the most crowded places?	
Where do kids play?	
Where do people celebrate special days?	
Are there bus stops?	
Which are the oldest trees, buildings and structures?	
Where are the parks and greenery?	





 TOMORROW How should be the new neighborhood? Where do you like to meet? What would you like to do?	
How should public spaces be like?	
What would you like to bring from your older neighborhood?	
How would you feel if you move out of this neighborhood?	

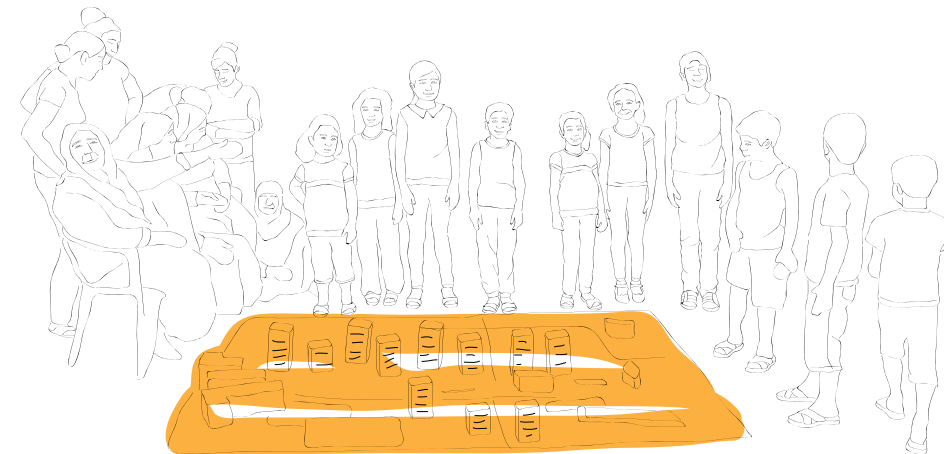


 COMPARISON How should the transformation proceed?	
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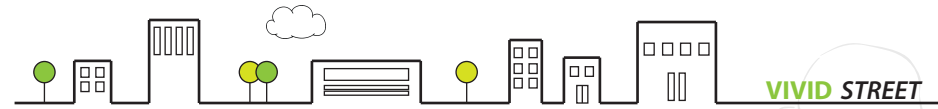

 TODAY What are the characteristics of building that you live in?	
Size; how many rooms and floors?	
Does it have a garden? What is its size? Are there trees?	
Terrace, storage...	
Is there a shop in the first floor? What kind of shop is it?	
What are the costs of maintenance?(electricity, water, heating) How many?	
How many?	
When was it built? Which materials are used? What are advantages/disadvantages of these materials?	
Do you feel safe in this building? (earthquake risks)	

 TOMORROW Do higher buildings have more qualities? Why?	
Do you prefer using common garden/backyard?	
What would you like to do in a higher building?	
What do you wonder the most? (elevator, balcony, height, the main entrance of apartment blocks)	
Are you able to pay for higher costs of maintenance? (Electricity, heating, fees, etc.)	







COMPARISON
Can you compare your building block with the higher one?

TODAY
Why do you prefer this street?



TOMORROW
If urban regeneration proceeds, the streets will be transformed into roads? Then which street will you prefer?



COMPARISON
What are the advantages/disadvantages of wider and ... streets?

Reference: Inspired by the "Gaziantep; Social Impact Design Process" prepared by Kentsel Strateji with corporation of World Bank and Ministry of Environment and Urbanization.

"I LIKE MY NEIGHBORHOOD BECAUSE..."

WHAT IS IT?

WHY SHOULD IT BE USED?

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The children who live in urban regeneration areas can comfortably explain their ideas and feelings when interactive playing tools are integrated into research processes. In this way, understanding their perspectives becomes easier. This method can be used for a group of children who are 5-14 years old and the group can be 10-15 people in total.

In the first part, children explain on the colorful paper boards what features they like and dislike about their neighborhood. Using their usual playgrounds for the workshop can help to express their feelings better. Children are asked to fill out the gaps of 'I like my neighborhood ...' 'I wish my neighborhood had ...' with their own words.

In the second part, children are offered to choose participating either in the collective painting 'The Neighborhood I Dream Of' or in the walking interview 'The Neighborhood from My Perspective'. Two groups are formed accordingly. The group that chose walking interview is asked to walk with a camera while explaining their daily experiences. The workshop area should be safe and isolated from traffic congestion. Also permissions of using the area for workshop should be taken from the local inhabitants and families in advance.



HOW



HOW

<p>ADD A PHOTOGRAPH OR SKETCH OF IT</p> <p>Name of character: _____</p> <p>Target audience: _____</p>	Who am I?	3 reasons for me to be interested in you 1. _____ 2. _____ 3. _____	3 reasons for me not to be interested in you 1. _____ 2. _____ 3. _____		
	My interests	My personality	My skills	My dreams	My social circle

PERSONAS

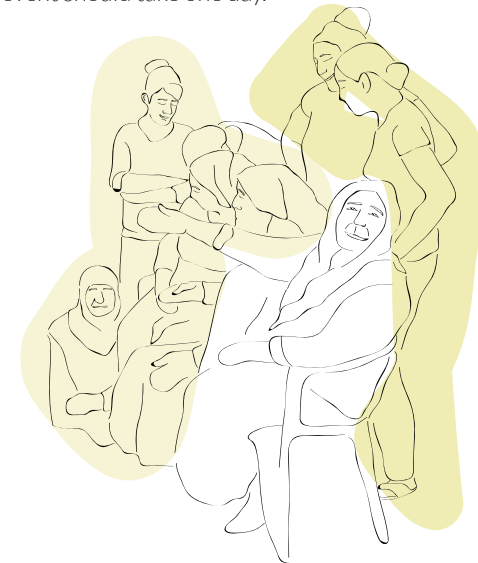
WHAT IS IT? WHY SHOULD IT BE USED?

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Personas are portraits of individuals who are fictional but realistic reference points to ease the communication among a particular audience group. Instead of defining particular characteristics of a group, personas are created to depict characteristics of similar groups that is to say their 'archetypes' are created. These fictional characters help to focus on people rather than the abstract description of the group.

While creating personas, it is suggested that common features of various people should be clearly defined and stayed focused but some other features should be left out. Creating one than one persona which represents various features of the group can be helpful to create a clear focus.

This method requires dialogue among participants. For an effective interaction and cooperation, the event should take one day.



I want to know the people I'm working with by visualizing their key characteristics.

<p>ADD A PHOTOGRAPH OR SKETCH OF IT</p>	<p>Who am I?</p>	<p>3 reasons for me to be interested in you</p> <p>1.</p> <hr/> <p>2.</p> <hr/> <p>3.</p>	<p>3 reasons for me not to be interested in you</p> <p>1.</p> <hr/> <p>2.</p> <hr/> <p>3.</p>	
<p>My interests</p>	<p>My personality</p>	<p>My skills</p>	<p>My dreams</p>	<p>My social circle</p>

Name of character: _____

Target audience: _____

MIND MAPPING

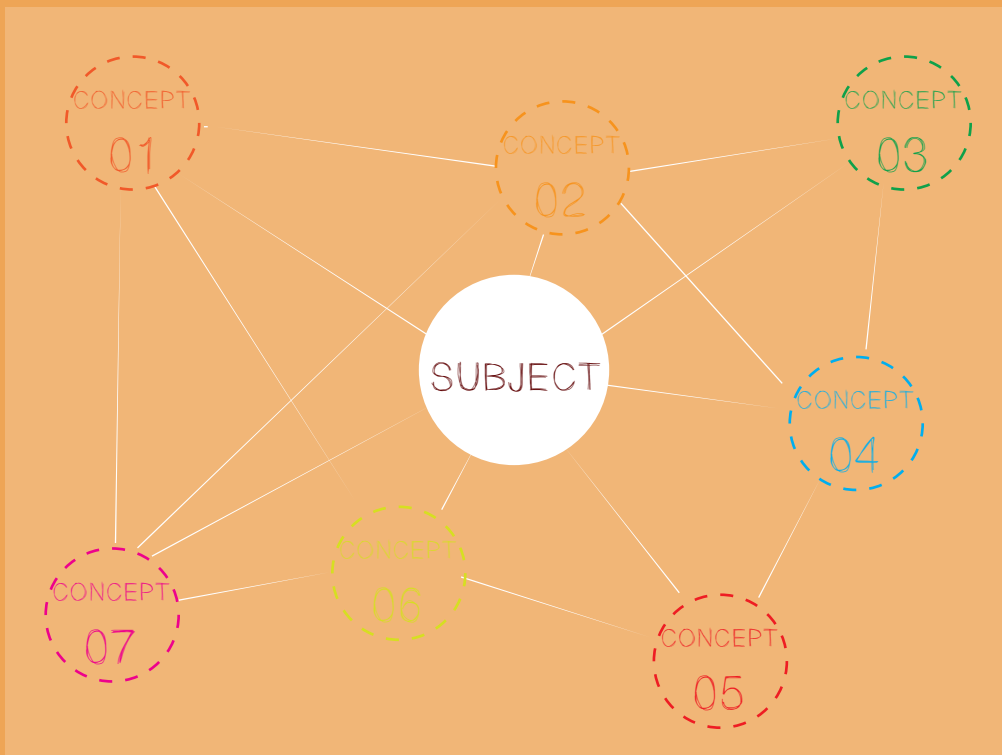
WHAT IS IT? WHY SHOULD IT BE USED?

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Mind mapping is a technique for effective note taking and creative thinking. It helps to clearly understand the research subject.

1. The main topic is written on a large worksheet.
2. The participants are asked to depict the important issues by drawing with different colors.
3. One node should refer to one idea and the branches should narrow down from the center to the outer space.
4. With colorful pens, the relationship among concepts are highlighted, the most important ones are signed.
5. Via this method, the topics of discussion and priorities are determined.

HOW



Expectations

During the consensus stage 'expectation from the other party' and 'expectation by the other party' among the sides which are made of municipality, investor, property owners, leaseholders and non-governmental organizations, should be brought up. An Expectancy Matrix should be filled up after the meetings.

Uncertainties

Uncertainties, which come up as project decisions cannot be made on time and put an impact on the people influenced by the project, should be removed. In meetings organized for that reason, uncertainties should be brought up, solutions and suggestions should be discussed with municipality and investors.

Adoption

During consensus, main goal of the stages about information, awareness, meeting, expectation, and uncertainty is preparing a project to be adopted by different parties. Project principles and strategies prepared in Design process should consider the realities and expectations coming to light in consensus building stage.

'Consensus Director' should be objective and composed of people institutions embraced by all parties. Consensus director should run the 6B process entirely.

'Expectancy Matrix' should be used to set relationship between expectations and realities after the expectations of all parties are received, communized, prioritized.

'Interviews' should be done face-to-face or collectively, notes should be taken in next meeting and critical meetings should be reported.

'Investigations' should contain spatial, economic and social structures; results should be clear to understand.

'Local Leader' should be selected among project affected people. If there is none of them, then a local leader should be trained through capacity increasing program. Local leaders should set a bridge between public and project developers.

NEGOTIATION MANAGEMENT STEPS

WHAT IS IT? WHY SHOULD IT BE USED?

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Emergence of broadly participative consensus culture and increased level of participation in urban regeneration projects is necessary. During consensus the components like 'information', 'awareness', 'meeting', 'expectation', 'uncertainty' and 'adoption' come into prominence while increasing the participation level.

Informing

The most important principle in consensus management is providing right, transparent and on time data flow. Therefore, first general meetings and interviews should be for informing. Informing is done via 15-30 minutes meetings with each property owner or leaseholder. So that expectations and demands can be learnt.

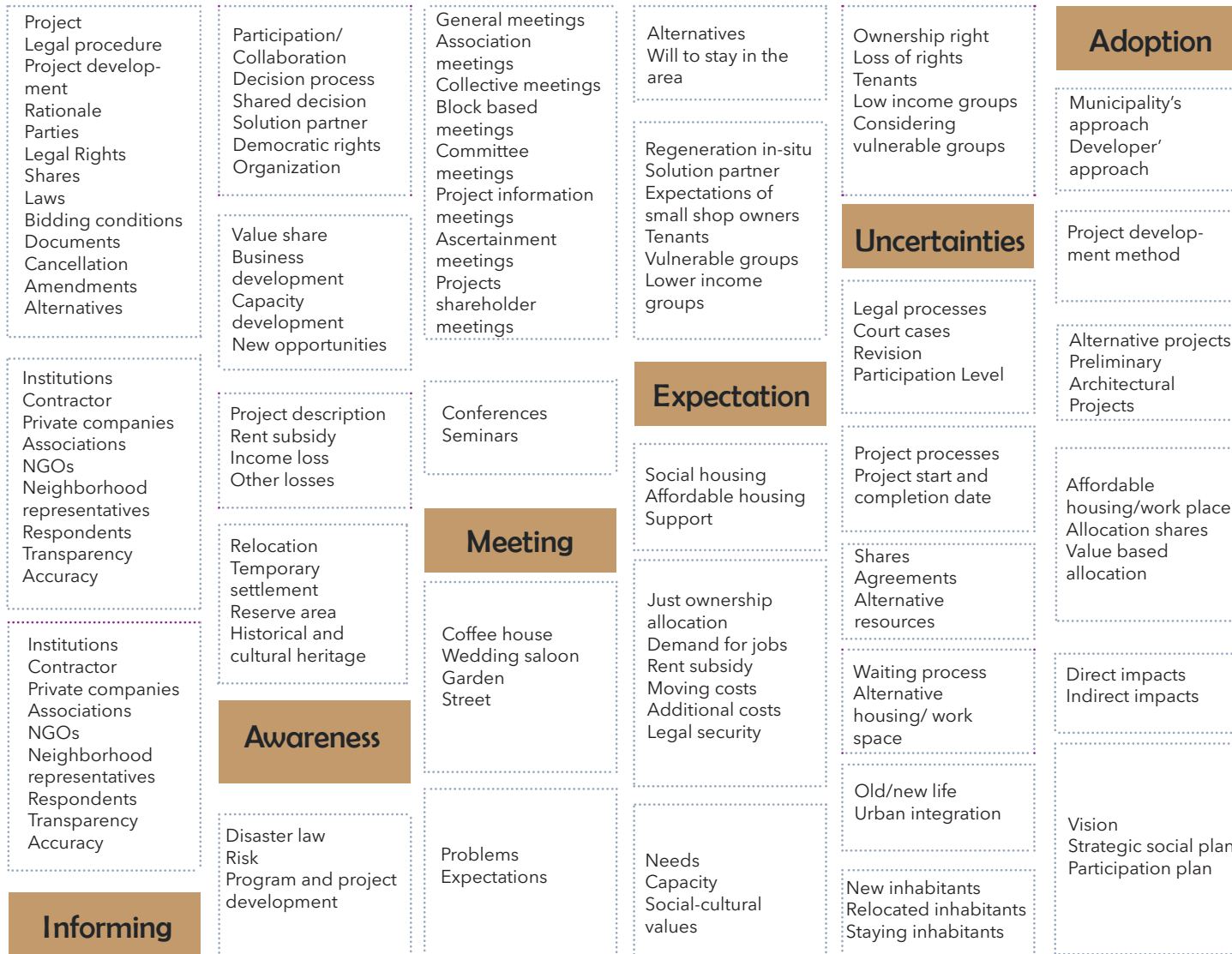
Awareness-raising

Awareness rising about common action, decision taking, building and life quality, participation, legal rights etc. should be done in the second interviews done with the people influenced by the project.

Meeting

All the actors initially the groups directly influenced by the project and the ones influencing the project should be brought together.

- Property Owners-Municipality-Investor-Local Organizations
- Inhabitants (leaseholder- owner),
- Commercially Active Ones (shopkeeper-merchant-private sector)
- Disadvantaged Groups
- Bureaucracy, investors, decision makers



CULTURAL BACKGROUND

PLENTITUDE

SKILLS

VISION

GROWTH

EXPECTATION

ECOLOGY

ECONOMY

EQUALITY

EMPOWERMENT

ACQUISITION

INTEGRATION

CHARACTER

CONSERVATION

CAPACITY

DEVELOPMENT

PARTICIPATION

STRUCTURE

BEK ANALYSIS

WHAT IS IT? WHY SHOULD IT BE USED?

Instead of using the analyses of SWOT or SMART in urban planning, BEK Analysis helps to better understand the dynamics, diversity, differences, future concepts and strategies via participatory techniques. The questions of BEK Analysis are:

- Where we are?
- Where we want to get, with whom and how?

In other words, BEK Analysis is a 'Background' study for developing a strategic framework for an extensive, in depth and interactive research process.

B: Cultural Background (Birikim), Plentitude (Bereket), Skills (Beceri), Vision (Bakış), Growth (Büyüme), Expectation (Beklenti)

E: Ecology (Ekoloji), Economy (Ekonomi), Equality (Eşitlik), Empowerment (Etkinleştirme), Acquisition (Edinim), Integration (Entegrasyon)

K: Character (Kimlik), Conservation (Koruma), Capacity (Kapasite), Development (Kalkınma), Participation (Katılım), Structure (Kurgu)

HOW

B Analysis

The Main Topics of Discussion:
Yesterday-Today-Tomorrow, Shared Values, Management of Diversity

The first element of analysis provides an overlook for the future of cities and regions so that their dynamics, differences and expectations are discovered and a strategic framework is established. B Analysis enables forming a framework via yesterday-today-tomorrow time frames, understanding diversity and shared values in order different groups to understand different expectations.

E Analysis

The Main Topics of Discussion :
Sustainable Growth, Feasibility, Interaction Framework

The second element is E Analysis and it puts forward sustainable growth to be realized by ecology, economy and equality in order to lead to empowerment, acquisition and integration.

K Analysis

The Main Topics of Discussion :
Strategic Aspect, Sharing Power, Strategic Framework

The third element is K Analysis and it manifests a strategic framework so as to anticipate the future of cities through the connections of culture-people-value and between character and structure. Also, it helps to focus on negotiation, cooperation and power in order to create strategic relations among them.

CULTURAL BACKGROUND

- Historical and cultural traces
- Inheritance of the passersby
- The historical layers of civilizations
- Multi-religiousness and tolerance
- The source of volcanic tuff

PLENTITUDE

- Thermal springs and agriculture
- Clean soil
- Domestic production
- Logistic region
- Source of marble

SKILLS

- Common action
- The war of independence
- Cultural production
- Water resource management
- Shared management

VISION

- Cultural topography
- The geography of valley and water
- The geography of transition
- The breakpoint of history
- The key of Anatolia

GROWTH

- Economic themes
- The dynamism of youthfulness
- Transfer of funds
- Meeting of the city and the rural
- Rural development

EXPECTATION

- Regional perspective
- Common action
- Sectoral Partnership
- Added value
- Quality of life

ECOLOGY

- Diversity of nature
- Underground and overland
- Eco-tourism
- Flora and fauna
- Inter-climate transition

ECONOMY

- Capacity Building Efforts
- Expanding market
- Brand value
- Thermal energy
- Sectoral innovation

EQUALITY

- Equal service supply
- Equal opportunity
- Embracing the city/ Sense of belonging
- Collective spaces
- Social Vitality

EMPOWERMENT

- Differences
- Visibility
- Shared values
- Entrepreneurship
- Reconciliation and solidarity

ACQUISITION

- Shared management
- Shared project goals
- Public, private and civic partnership
- Innovative sectors
- City image

INTEGRATION

- Urban-rural
- Sectoral integration
- Regional development
- Economic value
- Spatial integration

CHARACTER

- Inheritance of the neighborhood culture
- Traces of street types from different time periods
- Rural identity
- The Turkish War of Independence
- Urban image and perception

CONSERVATION

- Vivid/lively tourism
- Neighborhood
- Resource management
- Water management
- Controlled consumption

CAPACITY

- Employment opportunities
- Young population
- Qualified workforce
- Controlled utilization
- Extensive market

DEVELOPMENT

- Regional transportation hub
- Competitiveness and quality
- Expanding market
- Education
- Rural development

PARTICIPATION

- Informing
- Awareness
- Social vitality
- Active civil society
- Embracing the city

STRUCTURE

- Regional cooperation network
- Thematic corridors
- Controlled urban development
- The transfer of added value

HOW

	Municipality	Investor	Leaseholders	Property Owners	NGOs
Municipality	Expectation of Municipality				
Investor		Expectation of Investor			
Leaseholders			Expectation of Leaseholders		
Property Owners				Expectation of Property Owners	
NGOs					Expectation of NGOs

EXPECTANCY MATRIX

WHAT IS IT?

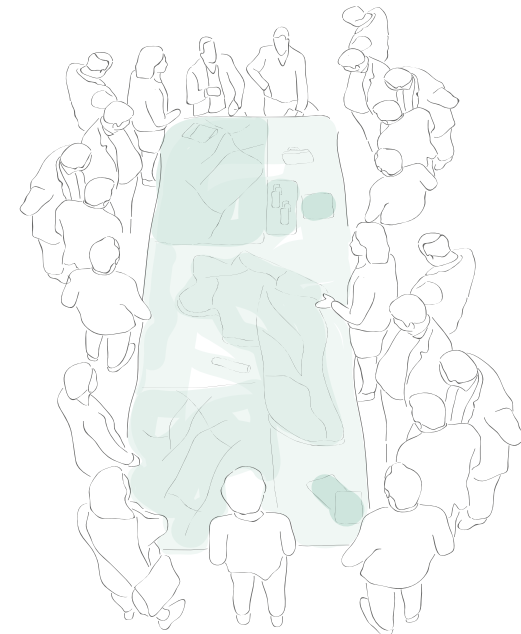
WHY SHOULD IT BE USED?

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After possible impacts are determined in the Research phase, the project's affected and affecting parties should listen to various expectations that persons/groups anticipate from others. For that purpose, the Expectancy Matrix is practiced.

The expectations of affecting and affected groups from other stakeholders should be obtained via meetings, workshop or face-to-face interviews.

Expectations can change as projects are preceded yet, still, determining different expectations can increase the success of overall work.



	Municipality	Investor	Leaseholders	Property Owners	NGOs
Municipality	Expectation of Municipality	Expectation of Municipality from Investor	Expectation of Municipality from Leaseholders	Expectation of Municipality from Property Owners	Expectation of Municipality from NGOs
Investor	Expectation of Investor from Municipality	Expectation of Investor	Expectation of Investor from Leaseholders	Expectation of Investor from Property Owners	Expectation of Investor from NGOs
Leaseholders	Expectation of Leaseholders from Municipality	Expectation of Leaseholders from Investor	Expectation of Leaseholders	Expectation of Leaseholders from Property Owners	Expectation of Leaseholders from NGOs
Property Owners	Expectation of Property Owners from Municipality	Expectation of Property Owners from Investor	Expectation of Property Owners from Leaseholders	Expectation of Property Owners	Expectation of Property Owners from NGOs
NGOs	Expectation of NGOs from Municipality	Expectation of NGOs from Investor	Expectation of NGOs from Leaseholders	Expectation of NGOs from Property Owners	Expectation of NGOs

Expectation from the other side →

Expectation by the other side ↓

HOW

- Instead of giving the answers with “but”, saying “yes, and” can be helpful for effective discussion. Develop further ideas upon others.
- During the brainstorming process, each idea is important and worth listening. For that reason, allow every person to express her/his opinion.
- Explain your ideas by drawing. Simple charts and drawings might be more powerful than words sometimes.
- During the brainstorming process, there are no bad ideas. You will have enough time to clarify ideas later.
- Keeping brainstorming process focused, remind yourself of the main topic.
- The rule of developing effective ideas is developing many ideas. At this point, the amount of ideas developed becomes quite significant.
- Even if an idea is not very creative, support that idea. Distinctive ideas bring about creative solutions.
- During the brainstorming process you should be comfortable with your ideas. Don't be afraid of being ashamed. If you understand the reasons why ideas are inadequate, you will better focus on how to get through of their inadequacy. And, this input is quite rewarding. You should remind your team in every phase that “there are no bad ideas”.

BRAINSTORMING

WHAT IS IT?

WHY SHOULD IT BE USED?

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The ideas can be generated via brainstorming by using the methods of:

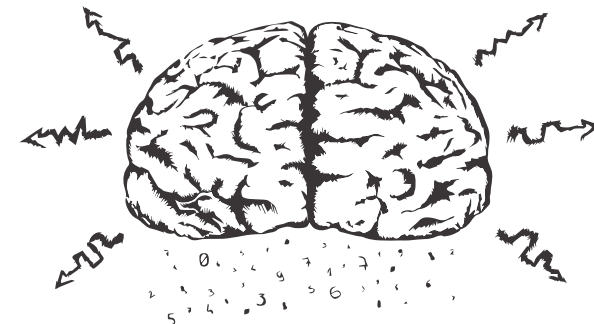
Finding a Common Ground: Ideas are divided into various categories and the most relevant ones are picked up.

Clustering: You can cluster similar ideas into one title.

Criteria for Good Idea: Applicability, budget, long-term thinking etc. are the criteria for developing the most favorable ideas.

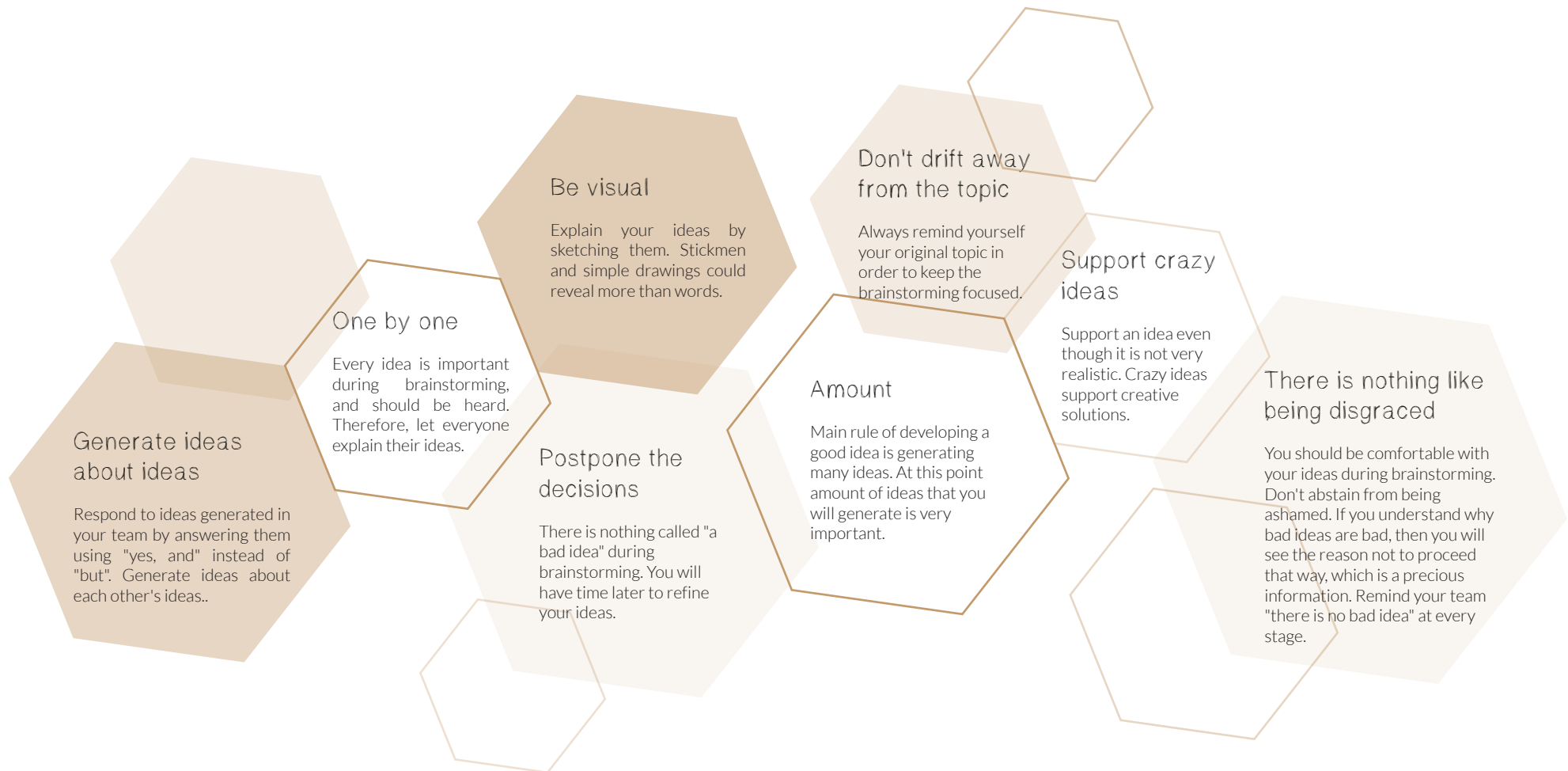
Tagging: The group members are asked selecting 3 ideas so that the likeliest ideas can be determined

Elevator Talk: Each team member is asked to introduce her/his idea in a limited time. After discussions, the strengths and weakness of the ideas can be understood.

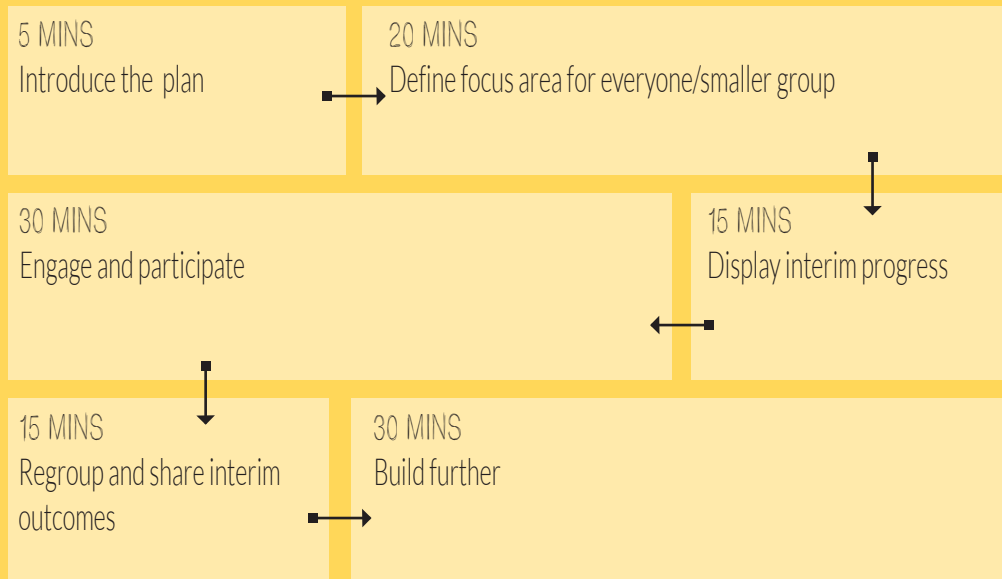


BEFORE STARTING... ATTENTION!

There are 8 rules you have to pay attention to before starting brainstorming. Those rules are necessary to plan an effective and fun brainstorming interval. Consider these rules.



HOW



CREATIVE WORKSHOP

WHAT IS IT?

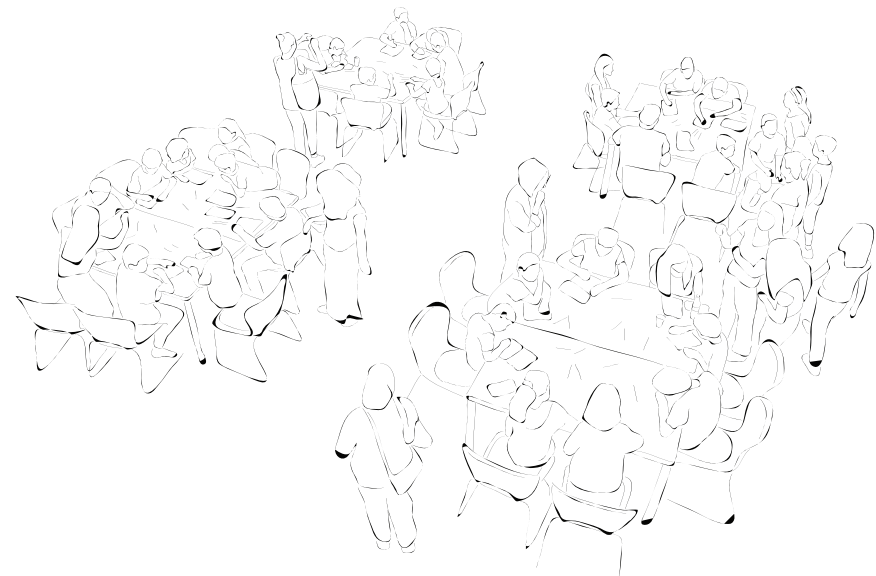
WHY SHOULD IT BE USED?

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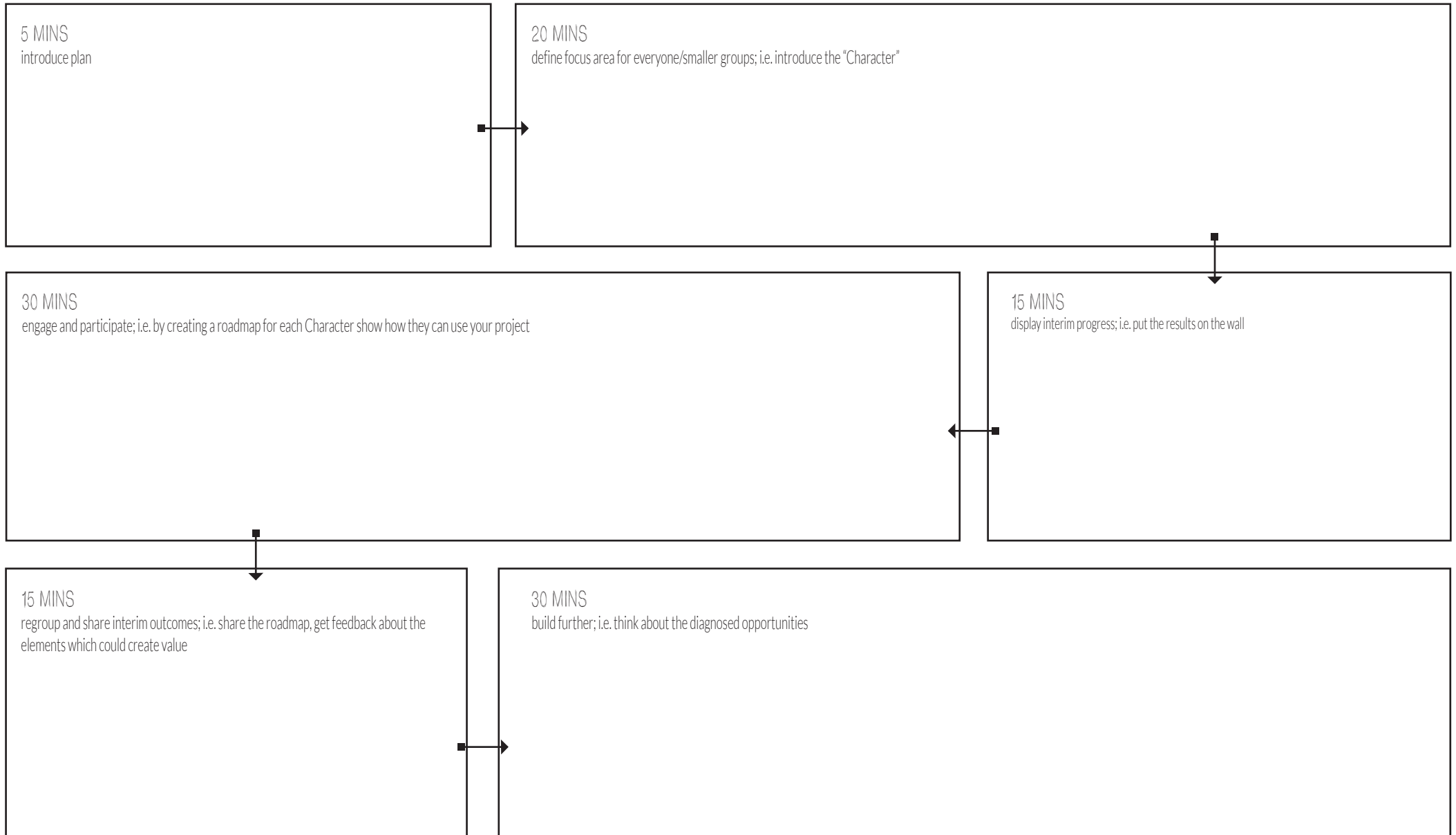
Creative Workshop which brings target audience of project, working partners and other individuals and experts working on common ground, is a good opportunity for communication and collaboration among actors. It is used on stages like coming up with an idea, developing and realizing it. Experiences are shared and solutions are considered all together. Those activities should be planned in a format that highlights people coming from different backgrounds in order to see the benefits of these activities most.

Duration, program, place, participants, skill set by all participants, working model (small-big groups), necessary tools and materials, method of documenting results should be decided in a goal-oriented way.

This tool has a structure which necessitates dialogue with colleagues. One day needs to be planned for interaction and collaboration.



I want to generate new ideas by working together with people who experience and solve problems.



HOW

Choose 3 main categories among the list developed by the team. So, you can develop different questions and later decide on which to focus among them.

Think about those categories for a few minutes alone and focus on how it could be. How to solve the problem in this category?

Share your ideas with each other, do brainstorming and information exchange until you come to the "How we...?" question. This question will be your design slogan. The question should not be very broad or very limiting.

INTENTION

To make the time spent by kids and old people more qualified.

'What should we consider in designing playgrounds'

VERY LIMITING

This question asks what kind of materials and modules can be used in designing playgrounds. It doesn't provide a wide perspective about the solution.

How can we design playground in a better way?'

VERY BROAD

This question does not provide enough information or does not form a reference point. The questions should contain a problem that your team would work on.

'How can we design idle places in neighborhoods-borders and corners-in a more useful and qualified way for old people and kids?'

AS IT SHOULD BE

This question is created in a right way. Because it shows the problem is about the idle places, and it leaves enough space for your team to be creative. So, the solution doesn't need to be created only about playgrounds.

HOW WE ...?

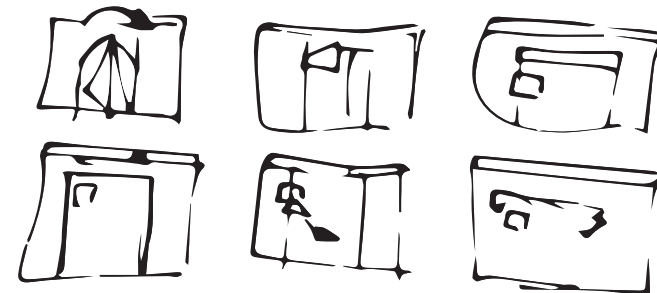
WHAT IS IT?

WHY SHOULD IT BE USED?

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Categorize findings and dynamics of your research and determine topics for design problem. You can regroup similar findings by writing them all on Post-it.

- 1 Then start giving titles for these groups. For example, categorize the clustered findings like "open space questions", "building capital".
- 2 After categorizing your research put the most important problems aside and creates questions of "How we...?"
- 3 "How we..." a question is an important step to take your finding into design step.



How to develop the question of HOW WE..?

- 1 Choose 3 main categories among the list developed by the team. So, you can develop different questions and later decide on which to focus among them.
- 2 Think about those categories for a few minutes alone and focus on how it could be. How to solve the problem in this category?
- 3 Share your ideas with each other, do brainstorming and information exchange until you come to the "How we...?" question. This question will be your design slogan. The question should not be very broad or very limiting.

FINDINGS

.....

HOW WE..

..... ?

WHAT IS IT?

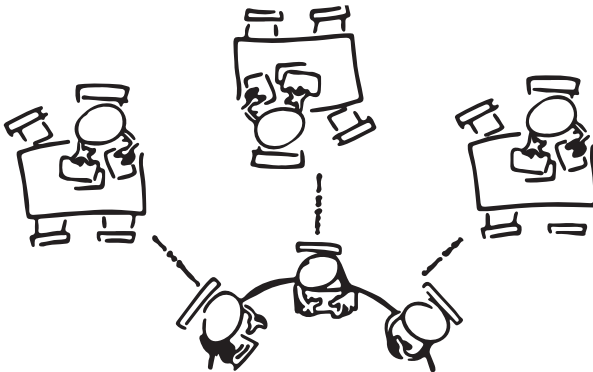
WHY SHOULD IT BE USED?

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When you pass to design stage, you can transform your findings into scenarios, using Problem – Obstacle – Finding – Ambition – Theme (P.O.F.A.T)

Scenarios made by different teams should be evaluated through brainstorming.

Every idea and opinion participation in the project would enrich the topic and contribute to develop solution. You can find which solution is most suitable by grouping them.

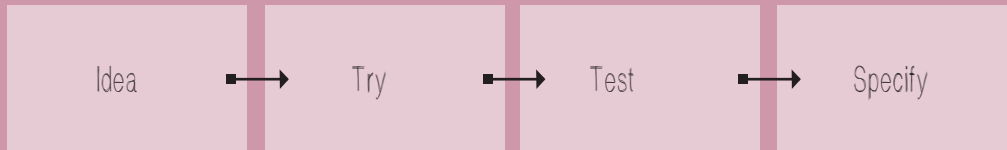


HOW

Problem:	Our houses are very hot in summers, we can't sit inside
Obstacle:	Our buildings are low quality, there is no isolation
Finding:	We sit in the shade on street
Ambition:	Having time with my neighbors
Theme:	Common areas which consider climate characteristics and local customs



HOW



PROTOTYPE TESTING PLAN

WHAT IS IT?

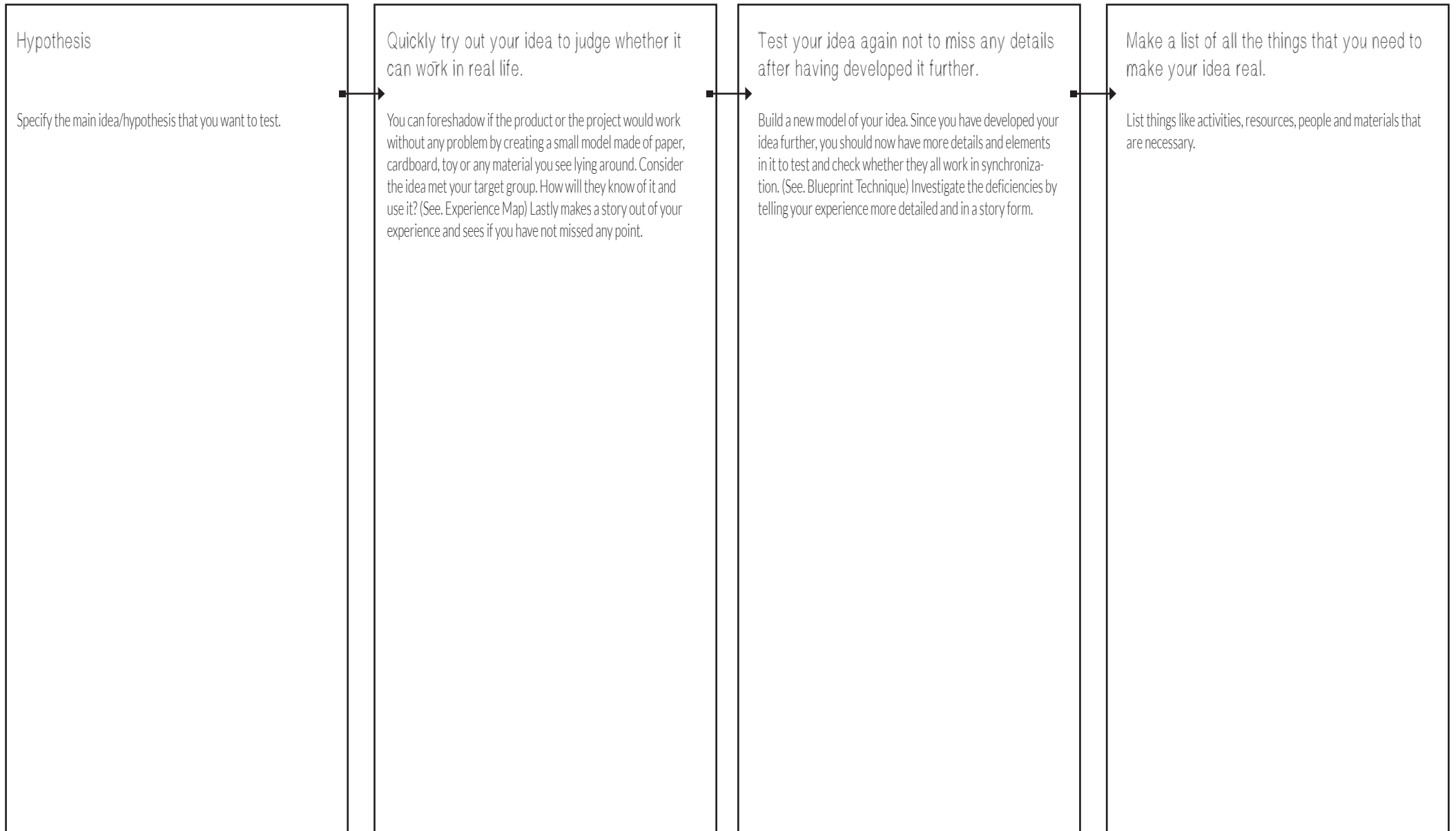
WHY SHOULD IT BE USED?

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It aims to make trials to develop an idea before investment is made in it, and to find an efficient and applicable solution as a result of it. Prototype Testing Plan which provides with testing tools aims to divide the trial process into stages and to structure them. It helps to collect the feedbacks about the project in an organized way. Project is developed in steps.

It is used in the first stage of the project to find new ideas and to empower it before the last stage. Cheapness and simplicity of the prototype makes its reproduction easy. Template paper could be used for prototype testing. It should be openly explained which idea needs to be tested.





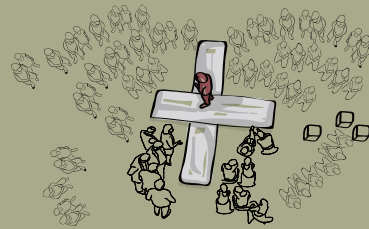
HOW



Problems are Added

Determine problems via observation and dialogue based methods

A 4-5 meter-length plus (+) sign shaped paper is unrolled or drawn on ground by using a chalk or paper. Groups of kids, youngsters, women and men sit on each corner of the + sign. Groups choose their representatives. Group representatives help participants to collect problems. In a given time, the plus sign is filled with post-it or writings of each group's problems.

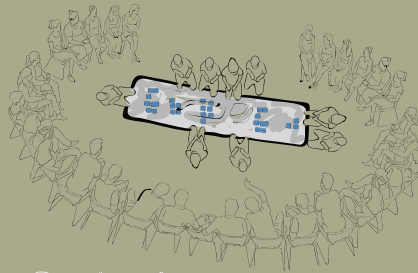


Priorities are Subtracted

Group the problems and define priorities

A 4-5 meter-length minus (-) sign is unrolled or drawn on ground by using a chalk. Group representatives sit on both sides of minus sign. They define 5 prior problems.

Duration: 30 min.



Suggesting Solutions

Determining proposals to solve prior problems

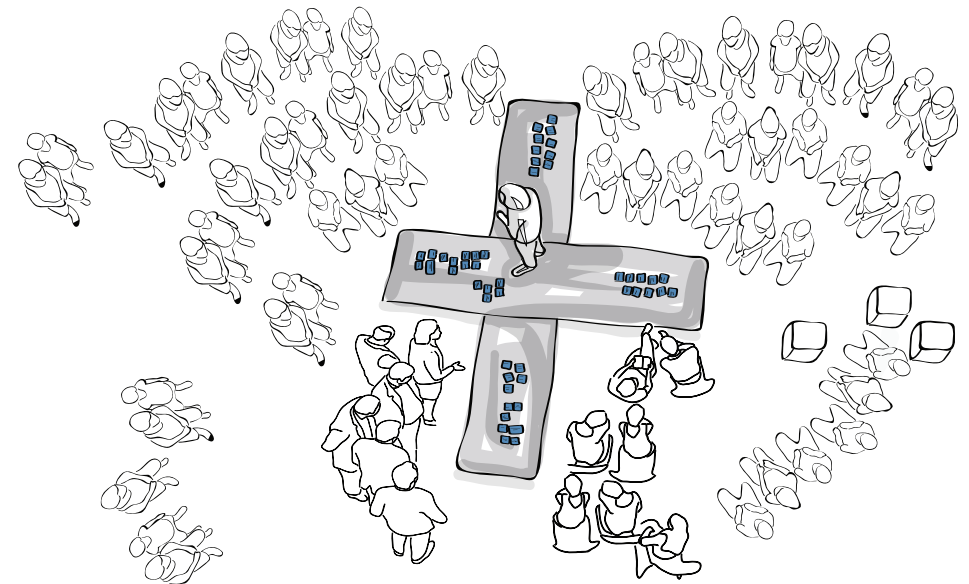
In the last stage group representatives, designer and administrators from municipality develop suggestions for 5 prior problems. Groups (inhabitants-designers, or kids, young, women, men) present their ideas. Suggestions are written on solution board.

ADDING (+) and SUBTRACTING (-) METHOD

WHAT IS IT? WHY SHOULD IT BE USED?

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Add (+) and Subtract (-) is a way of summing up inhabitants' problems, subtracting prior problems and developing common solutions with designers and inhabitants. Method used in Street Workshop should contain three stages.



Problems are Added ▯

(Instead of asking people to write down their problems, determining what make people feel happy/unhappy about their neighborhood reveals the underlying reasons for their problems which people even may not be aware of. Also, it helps out prioritizing problems.)

-“What are your most favorite things in the neighborhood?”

-“What are your least favorite things in the neighborhood?”

Alternative method, write a farewell letter to your neighborhood.

Imagine your neighborhood as a person and you are about to leave your neighborhood. Now, write a farewell letter to it. Explain why this relationship does not work out, in which conditions it would have worked out and how it should be as well as what issues of this relationship have become overwhelming. Through this method you can map out which issues are unbearable or liked in a very simple way. The outputs of this letter help to identify the elements of their ideal neighborhood and help to indicate the disliked things in their neighborhood. Ask every person to read his/her letter out loud. While reading the letters, the moderators would note down “I wish (their ideal neighborhood)” and “Existing Problems/Bad Experiences” on post-its and put on the board with “+” sign.

Priorities are Subtracted

-Grouping
(Similarity of topics)

-Voting
(Give everybody a pencil and ask them to check off the ideas that they agree with, the most voted common problem.)

-Keeping extreme ideas
(Most extreme problems, which are never mentioned by anyone, are significant findings.)

-Close your eyes
(Give everybody 5 to 10 minutes to read their ideas aloud, then ask them to close their eyes and say the first problem that comes to their minds. In this way, the commonly referred and the most easily remembered issues gain priority.)

Suggesting Solutions

-Creating perspective and question (Designers should create point of views in order to develop questions regarding selected topics and problems. For example, problem is green area. Participant point of view: “demanding more parks”, Municipality’s point of view: “Lack of space”, Question: “How can we design nonconventional parks in forgotten and idle places?”

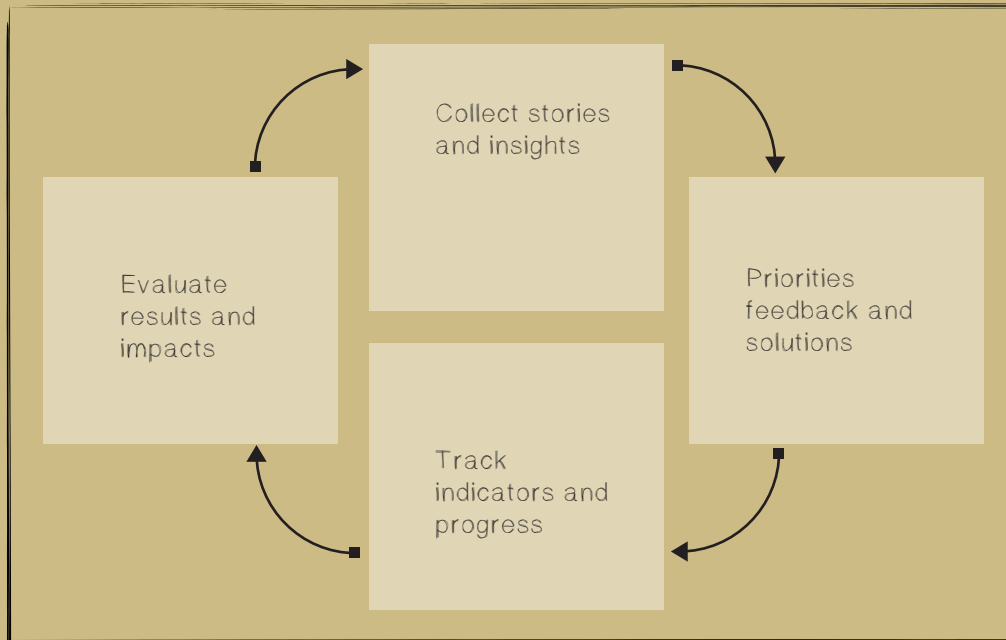
-Quick prototyping (Prototyping is a powerful testing method in order to develop solutions when designers and participants meet. (If there is a demand for playground, then a playground is drawn on floor and a conversation about that could be held with kids)

-Explain by sketching (Encourage designers and participants to explain their ideas by drawing)

-Feedback (Groups in each division should give feedback to each other while designers and participants are doing brainstorming in small groups. Thus, ideas that were never thought of could come up, and ideas could develop faster by the feedback of an outsider looking in. In the feedback each group leader should explain the idea, later share the point that they are stuck with, and ask in which topic a feedback is necessary. Don't forget that the aim is not being approved, but answering how could we develop it better. Don't be afraid of criticizing.)

-Imagine 15 minutes brainstorming about extreme ideas. (Designers should push participants to imagining and extreme ideas. Create a comfortable medium for participants not to take it very serious and come up with extreme ideas, i.e. demand for green area. Type of question that designers should ask in brainstorming: If there is not green area, what if we develop a flying green area?” By using methods enhancing imagination, you could support crazy ideas and then transform them into rooted concept (Flying park=Highline)

HOW



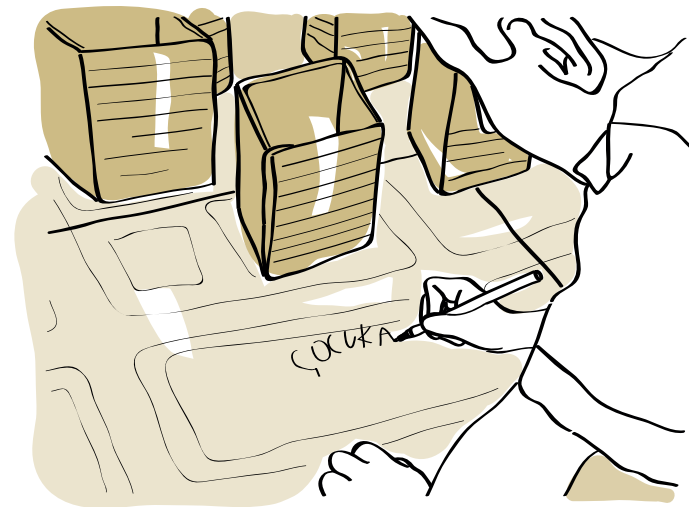
LEARNING LOOP

WHAT IS IT?

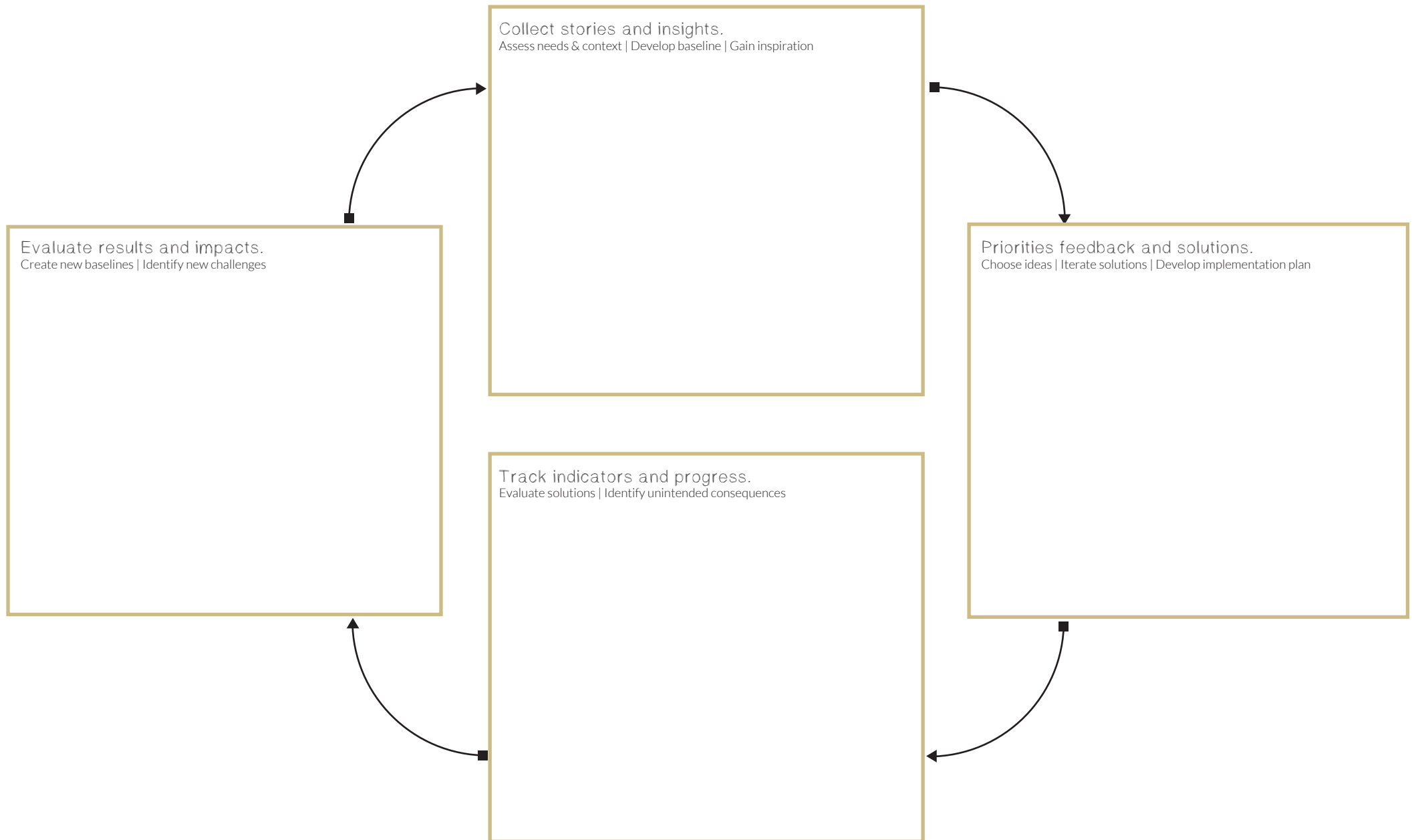
WHY SHOULD IT BE USED?

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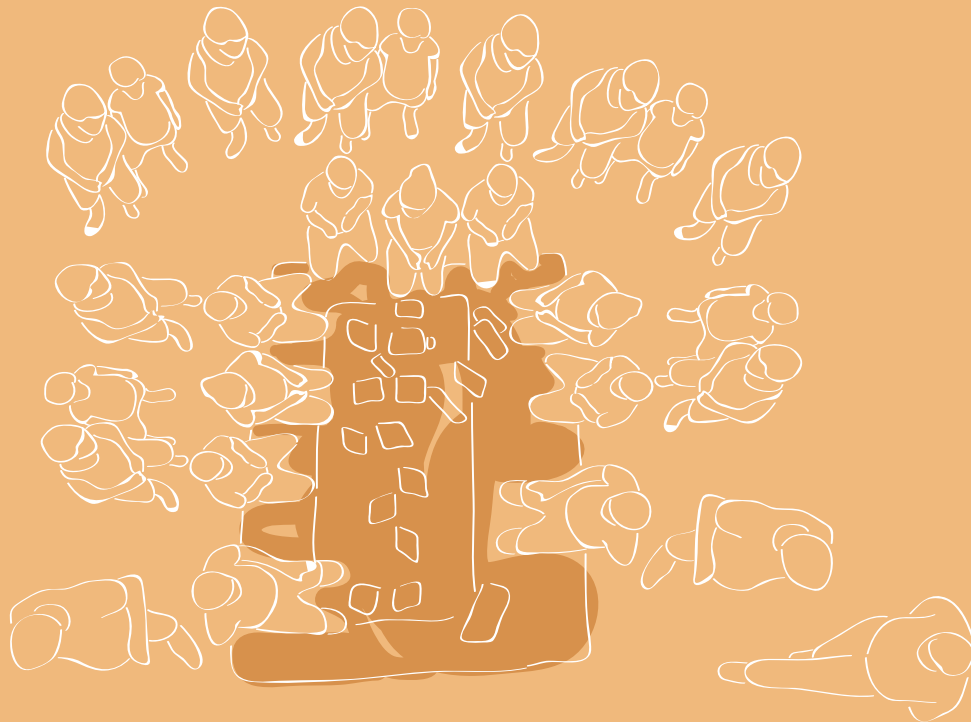
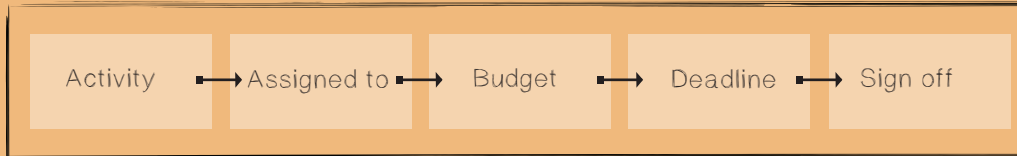
Learning loop is a tool investigating the future contribution of a project in process. So, perspective from upper scale is received by dividing the desired impacts into stages of repeating loops. Analysis card for this method was created after being inspired by "Learning Plan" developed by IDEO in 2011. Working plan and stages are clarified by the framework provided in this card. Methods, systems and processes which will be used by your organization are investigated in this looped composed of four components. Lessons are drawn from your organizations past experiences (positive and negative) and a comprehensive research is done about its development potential. There is no rigid starting or finishing point. It can be used to plan current or future projects; things that need to be considered in next step are taken into account by using information, stories and feedbacks gathered in every stage.



I want to develop a clear plan by improving upon what I've done before.



HOW



CRITICAL TASKS LIST

WHAT IS IT?

WHY SHOULD IT BE USED?

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It is used to find out the applicability of the goals with defined time and budget. It becomes more prominent in case of coordinating the project with other people is needed. Since it makes the step by step following easier, focusing on the stage in process gets easier by using this list. If there is an enormous workload or if its application method cannot be decided, this template could be easily used. This tool used to organize the first step leaves its place to other advanced project management tools in further steps.

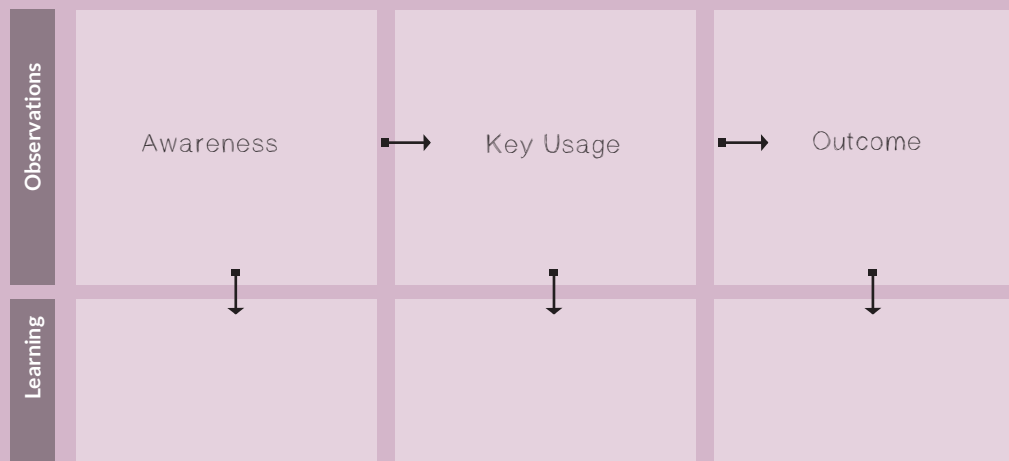
List the necessary activities, who are assigned to which task, how much budget is allocated, when it is going to be submitted and the deadline of the project. Those could be detailed if it becomes necessary. All these activities are followed systematically, and interfered if there is any deviation from the plan.

This tool has a structure which necessitates dialogue with colleagues. One day needs to be planned for interaction and collaboration.

I want to sustain and implement by executing my plan without being overwhelmed.

Activity	Assigned to	Budget	Deadline	Sign off

HOW



EXPERIENCE MAP

WHAT IS IT? WHY SHOULD IT BE USED?

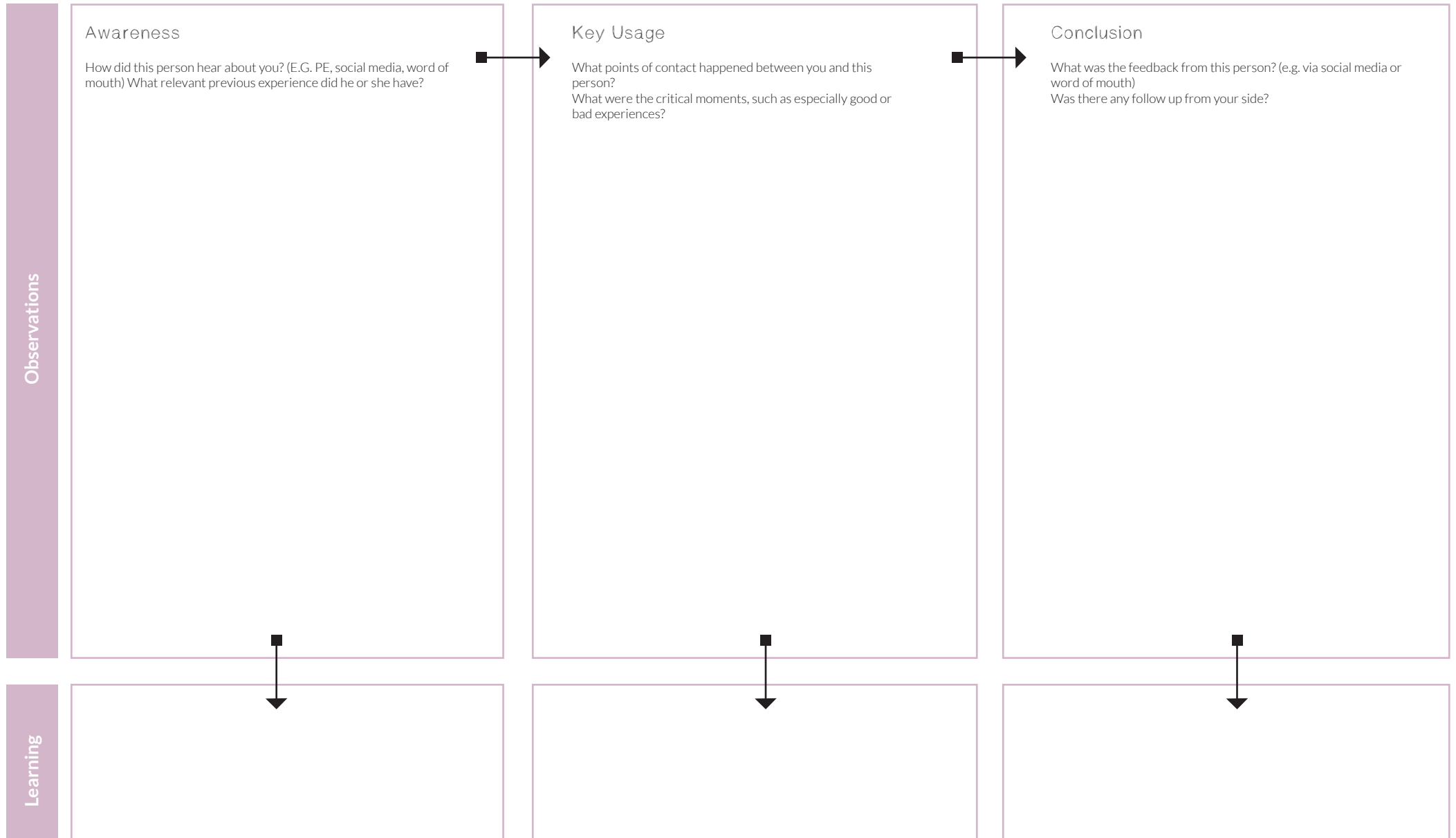
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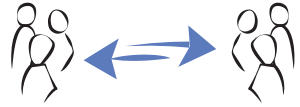
Experience Map aims to produce data relying on people (benefitting, funding it) that has a one-to-one experience with a product or project. This method finds out the ways to empower the interaction by exploring when and for what reason individuals interact with this product or project.

Experience Map template collects perceptions regarding the project, perceived problems and opportunities; helps to represent an intensive data in a clear form. Every template is filled about someone who will interact with the product. 'Why', 'What' and 'How' questions should be emphasized. After collecting most of people's motivations, repeating topics about expectations and experiences regarding the product or the project are addressed again.



I want to test & improve by creating an overview of how I engage with my stakeholders.





interACTION; the power of collaboration

Affecting and Affected

Designing the interaction process

- Define the collaboration approaches
- Set a budget
- Set Project Coordination Committee
- Prepare interaction plan

Managing the design processes

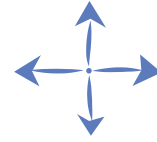
- Define spatial integration strategies
- Develop disaster oriented design approach
- Define public uses
- Establish Design Monitoring Council

Development of participation tools

- Establish information offices
- Prepare information and awareness raising documents
- Set e-communication infrastructure
- Develop capacity building programs

Meeting the needs through collaboration

- Evaluate Common Needs Program
- Prioritize public investments
- Encourage social entrepreneurship
- Establish the Life Atelier



impACT ; managing power

Social IMPACT

Minimum relocation

- Transfer and consolidation of development rights
- Affordable housing program
- Resettlement program
- Tenant protection program

Compensation of losses

- Loss Ascertainment and Monitoring Committee
- Loss Ascertainment
- Relief funds
- Fund raising

Decision taking via participation

- Project Decision Committee
- Social Impact Responsive Design
- Social Project Committees
- Mechanisms for requests and complaints

Creation of job opportunities

- Income improvement plan
- Added-value programs
- Alternatives for switching job
- Training programs

Resource: Developed by Kentsel Strateji, www.kentselstrateji.com

SOCIAL INTERACTION MATRIX

WHAT IS IT? WHY SHOULD IT BE USED?

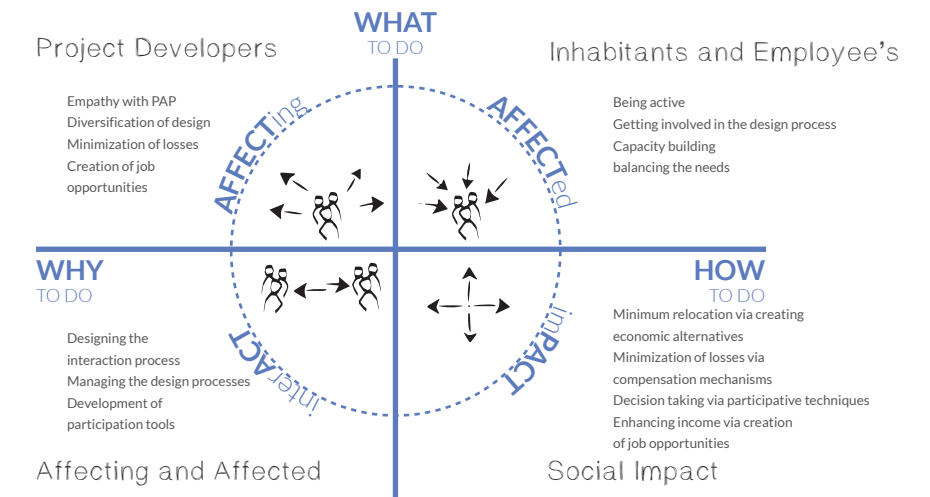
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SOCIAL INTERACTION MATRIX (**SIM**) is a matrix that designates the responsibilities of all stakeholders of regeneration projects in terms of mitigating their negative impacts in an interactive way. It is developed by Urban Strategy in order to carry out different processes of projects by taking **SIM**'s framework into account. Therefore, the negative impacts of projects can be minimized through collaboration of project partners.

-Projects' AFFECTING people and people who are AFFECTED by urban regeneration projects should INTERACT in order to determine the negative IMPACTs of the projects,

-SIM helps to people who are directly affected by the projects to answer the questions of 'what, why and how to do?' via interaction,

-Through the agreed principles of how to minimize negative impacts of projects, effective plans, programs and projects are developed,



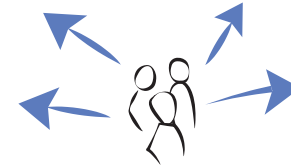
HOW

-SIM should be considered as a content of management plan that helps to reduce negative social impacts. Thus, each of the 16 suggestive statements in the matrix should be evaluated in itself and they should be discussed with further suggestions.

-SIM puts forward a framework that consists of research, participation and design topics. Therefore, it should be interpreted as a matrix that enables experiencing the methods and activities discussed in the Social Impact Design (SID) guide.

-Suggestions should be developed via multidisciplinary work since SIM presents design processes of physical, social and economic models in relation to people and place.

The comprehensive and detailed topics of SIM should be considered as a framework that helps to apply all the methods which are explained in SIA guide.



AFFECTing; sharing the power

Project Developers

Empathy with the PAP

- Prepare social and economic inventory
- Prepare social integration projects
- Propose project development alternatives
- Create empathy platforms

Diversification of design

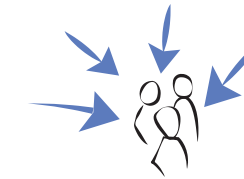
- Define social design principles
- Research innovative methods
- Strategic design charrette
- Prepare design guideline

Minimization of losses

- Determine possible losses
- Investigate precautions for minimum resettlement
- Prepare a feasibility study
- Determine the resources

Creation of job opportunities

- Propose mixed-use alternatives
- Define job potential
- Prepare regional information systems
- Priority job creation program



AFFECTed; local power

Inhabitants and Employees

Being active

- Create neighborhood organizations
- Demand information from project developers
- Develop communication possibilities
- Set Project Monitoring Committee

Getting involved in design

- Determine requests
- Balance expectations
- Set the boundaries for development & conservation
- Co-working with local designer

Capacity building

- Activate social capital
- Receiving professional support
- Demand capacity development programs
- Choose local leaders

Balancing the needs

- Define individual and social needs
- Determine uncertainties and priorities
- Investigate resources
- Prepare Common Needs Program

EXPECTANCY

EXPERIENCE STORY SILENT

MATRIX

5 WHY TOUR WORLD WALK

The MOSTs of CREATIVE INTERVIEW GUIDE

the NEIGHBOR- WORKSHOP

TREE HOOD

PROTOTYPE

DIAGRAM

“I LIKE MY HOW

ANALYSIS

BEK BUILDING

NEIGHBORHOOD WE ...?

NEIGHBORHOOD

BECAUSE...”

CRITICAL

EXPERIENCE

SOCIAL INTERACTION TASKS LIST

MAP MIND

MATRIX

PROTOTYPE

MAPPING

BRAINSTORMING TESTING PLAN

NEGOTIATION

LEARNING

ADDING (+) and
SUBTRACTING (-)

MANAGEMENT

P.O.F.A.T. LOOP

METHOD

STEPS



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